

Upcoming Dates

MDT Bid Advertisement October 16, 2003

MDT Bid Letting November 13, 2003

MDT Bid Advertisement November 20, 2003

MDT Bid Letting December 18, 2003

Estimating Workshop with Free Software,
Billings, November 3, 2003 (details Page 2)

DBE Annual Eligibility Update is due **NOW**

Get your company annual eligibility application to the DBE office by October 15th.

Call Alice Flesch, 406-444-6337 or Debbie Riemann, 406-444-9299, if you have any questions about completing this paperwork.

Do it today - Don't risk losing your DBE certification.

MONTANA DBE PROGRAM

Debbie Riemann, Acting DBE Program Manager,
driemann@state.mt.us (406) 444-9229

Alice Flesch, Acting DBE Program Specialist,
aflesch@state.mt.us, 406-444-6337

Rebecca L. Johnson, DBE Supportive Services Manager,
rejohnson@state.mt.us (800) 883-5811

Bamby Campbell, DBE Supportive Services Admin. Assistant,
bamcampbell@state.mt.us

Vicky Koch, Civil Rights Bureau Chief
vkoch@state.mt.us (406) 444-6335

2701 Prospect Avenue/PO Box 201001, Helena, MT 59620-1001, (406) 444-6331, Fax (406) 444-7685 TTY (800) 335-7592 www.mdt.state.mt.us and click on Civil Rights Bureau

Report is Due

Quarterly Activity Report for the 3rd quarter (July to September 2003) is due in the DBE Supportive Services office by October 31, 2003.

Form is enclosed and is also available on the Internet at

http://www.mdt.state.mt.us/civilrights/pdf/dbeactivity_rpt.pdf



DBE Participation/Goal Comparison

FFY 2003 DBE Goal is 7.36%

FFY 2003 DBE Participation is 7.16%
(excluding Sept reports)

FFY2004 DBE Goal is 7.26%
(4.76 Race-Neutral and 2.5% Race-Conscious)

INSIDE THIS ISSUE

INSIDE THIS ISSUE	
1	Dates, Annual Eligibility Update, Quarterly Activity Report, DBE Goal
2	DBE Monthly Update, Estimating Workshop, CTEP, As Read Bid Results
3	2-Stepping—Diverse Workplace (Part 2), Defense Business Conference, Ethnoscience Profile
4	Davis Bacon Wage Rates, 5-Month TEA-21 Extension
5	Computer Bid Letting, MCA Environmental Excellence Awards, You Tell Me-DBE Room, Report Environmental Violations
6	Independent Contractor, MCCF Requirement, Quote, Panel Discussion-Independent Contractor and Employees
7	Montana Contracting Opportunities

Montana DBE Company Monthly Update

Recently Re-Certified DBE Companies:

Beck Consulting – Red Lodge, MT

Owner, Barb S. Beck

Cultural Diversity Consultant including Management Training, Conflict Management Training, Team Building, Ethnography

Eagle Rock Timber, Inc. – Idaho Falls, ID

Owner, Rick R. Gokey

Capabilities include excavation; trenching and placing of utilities; hauling, placing and compacting of soils; reforestation; wetlands remediation; landscaping; timber and open rangeland fire suppression

Tracy Knoop Novak, Environmental

Consultant – Bozeman, MT

Owner, Tracy M. Knoop Novak

Environmental Consulting, Wetland Studies, Water Quality Assessment

Valley Illuminators – Auburn, WA

Owner, Polly Valley

Manufacturer and Supplier of Airfield Signs, Runway Markers, Reflectors

CTEP - Community Transportation Enhancement Program

Under this program, MDT sub allocates funds to local communities to provide innovative opportunities to enhance the transportation system. A common CTEP project is pedestrian and bicycle paths.

CTEP will be moving from the Planning Division into the Engineering Division, Preconstruction Bureau, Consultant Engineering Section under the direction of Tom Martin.

For more information about the CTEP program, look at their web site at:

<http://www.mdt.state.mt.us/planning/ctep/>

Estimating Workshop Business Incubator, MSU Campus, Billings November 3, 2003 \$25.00

Learn basic estimating skills, Heavy Bid Express software, and MDT bidding procedures and requirements of contractors to work on projects.

Agenda

8:00am – 8:30am Registration

8:30am – 10:00am Learn the basic estimating skills

10:00am-12:00pm Learn Heavy Bid Express software – get a copy of the construction estimating software

12:00pm-1:00pm Lunch Provided

1:00pm-3:00pm Learn what you need to know about bidding and working on MDT projects

3:00pm-?? Question and Answer Session

Speakers are: Sandi Burns, Project Solutions, Provides Support to South Dakota DOT DBE Supportive Services, Myron Wilson, Construction Engineer, MT Dept of Transportation (MDT) Billings District, Rebecca Johnson, MDT Disadvantaged Business Enterprise (DBE) Supportive Services.

Please call Rebecca Johnson for further information at 800-883-5811. To register, mail this form to Rebecca Johnson, PO Box 200101, Helena, MT 59620-1001, along with \$25.00 check made out to Montana Business Incubator. Room is limited to 40 participants. Please send in your registration information and check today. Thank you.

Attendee Names _____

Company Name _____

Company Phone Number _____

DBE Companies – ask Rebecca how to get reimbursed for the \$25.00 fee.

As Read MDT September 25, 2003 Bid Letting Results

Project Title and #	Prime Bidder	Low Bid Amt.	DBE Participation Dollars / %	
IM 94-1(64)23 Pompeys Pillar Interchange	Sletten Construction Co.	\$3,366,137	\$170,595	5.07%
STPP 78-2(20)33 Woodard Ave. - Absarokee	Cop Construction LLC	\$3,005,240	\$237,047	7.89%
STPHS-STPP 0002(454) 1994-Safety Improvements - Somers Area	JTL Group, Kalispell	\$2,335,725	\$72,267	3.09%
NHTSA 0002(393) D-4 - Non-Interstate Guardrail	H L Construction	\$1,699,692		
BR 9001(31) Pass Creek - 2 KM SW of Wyola	Sletten Construction Co.	\$750,662	\$24,655	3.28%

TWO STEPPING IN A DIVERSE WORKPLACE (Part 2 of 5)

Disco, Disco, Discrimination:

Federal or state law covers protection against most types of discrimination. In any event, you must steer clear of discriminating against employees due to a protected class.

SO LET'S SAY ... You need to give someone an assignment that includes a small raise and a chance for a promotion. Jose, a Mexican immigrant, might be the best person for the job, but he has some trouble understanding English. Although it doesn't really affect his work, you get very frustrated talking to him, so you don't even consider him for the assignment. You just committed illegal discrimination based on Jose's race and national origin.

Discrimination can be a sneaky thing. For example, a supervisor might not want a pregnant worker to lift boxes even though she says it's ok. While the supervisor has good intentions, it could be pregnancy discrimination to treat her differently than employees with other medical conditions.



Leslie Wootan, MDT Civil Rights Bureau, Administrative Assistant, and Dave Brown, Employee Relations, Personnel Specialist

Defense Business Conference

Sponsored by **Senator Conrad Burns**
Great Falls Readiness Center -Saturday, October 18, 2003 7:00 AM

"It gives me great pleasure to announce the first year of my small business Defense Business Conference: A Chance to Connect. I am pleased to welcome various representatives from the defense and small business communities who will join us to share useful advice on bidding for and winning government contracts. This will be the first conference of this type that I have hosted and will be held at the new Great Falls Army National Guard Readiness Center in Great Falls, Montana. Great Falls boasts not only a great view of the Rocky Mountain Front, but is home to the only active Air Force installation in the state, Malmstrom Air Force Base. I hope this will become an annual event, growing each year and becoming a tradition aimed at enhancing economic development by improving access to information for Montana's small businesses."

"We will be fortunate to have a distinguished group assembled in Great Falls to facilitate small business development in the Big Sky State. The list of representatives from both industry and government is indeed impressive. They will be with us to explain government purchasing practices and provide specific advice for potential government contractors."

"For your convenience, computers with Internet access will be available in the exhibit room. If you have not already done so, you may register for the conference by clicking on the Defense Procurement conference link on this website."

"This conference is sure to be a good one. Please join us at the Great Falls Readiness Center. Hope to see you there!"

For agenda information and to register for the event go to:

http://burns.senate.gov/index.cfm?FuseAction=Events.Detail&Event_id=50

Ethnoscience, Inc. DBE-Certified, located in Billings, MT

Ethnoscience conducts Native American ethnographic studies throughout the country. Other services include: Native American Consultation; Environmental Impact Statements; Ethnographic Overviews; Cultural Impact Assessments; Cultural Resource Inventory, Testing, Mitigation and Management Plans.

Ethnoscience has worked in a number of states including Montana, North and South Dakota, Wyoming, Washington, Idaho, Georgia, Florida, Nevada, and Oklahoma.

The company was founded in 1983. Lynelle Peterson is president of the company and recent owner. Ethnoscience currently employs 16 individuals; however, this number will decrease with the end of the field season. Ethnoscience generally retains a core group of nine individuals. They include four individuals with MA's in anthropology, an individual with an MA in history and four support staff.

Their unusual logo is a simplified version of a petroglyph found in Pictograph Caves near Billings, Montana. It depicts a turtle, an important symbol amongst Northern Plains tribes.

Davis Bacon Wage Rates by Vicky Koch, Civil Rights Bureau Chief

Ever wonder why Davis Bacon wage rates in other states are either higher or less than they are in Montana? Let me try to explain a semi-complex question with a non-bureaucratic answer.

In Montana there are two different kinds of Davis Bacon wage rates:

- The first are the “Little” Davis Bacon rates that apply only to public works projects that are totally funded by the State of Montana. The MT Department of Labor and Industry – Labor Standards Bureau is responsible for establishing these rates and also for all compliance activity related to the “Little” Davis Bacon rates. For more information on these rates contact the MT DOL Labor Standards Bureau at (406)444-5600/TTY (406)444-0532.
- The second are the rates that apply to federal-aid highway construction projects. Those rates (hourly rate + zone pay + fringe benefits) are established by the U. S. Department of Labor in Washington D.C. In Montana the Montana Department of Transportation has the labor compliance responsibility for federal-aid projects.

The federal wage rates are generally established in one of two ways – by wage survey or by petition.

Wage surveys are conducted by US DOL. Their survey is sent to contractors who have been identified as active participants in the federal-aid industry in a specific state. When all the individual surveys have been returned to U. S. DOL, wage and hour specialists compile the information and determine what the prevailing rate for each classification is in that State.

The last survey done in Montana was approximately 8 years ago. That survey turned out to be a nightmare for Montana contractors because U.S. DOL determined that each county had a different rate for each classification. For example, there are 56 counties in Montana. U.S. DOL’s determination was that there were 56 different rates of pay for nearly every classification. As a contractor, imagine if you had to pay a totally different rate of pay for your roller operator in every single county you had a contract. MDT and the contracting community protested the U.S. DOL survey because of the accounting nightmare it created. As a result U.S. DOL decided to go back to the petition method that had been in place for many years prior to that survey.

The petition method is fairly simple. An individual or a group of individuals can present a petition signed by 51% of the contractors who have signed contracts with MDT. The petition requests an increase in hourly rates, zone pay, or fringe benefits (or all three at once). The petition is submitted to MDT – Civil Rights Bureau. The CRB verifies that the petition signers represent 51% of the active prime contractors currently doing business with MDT. Once the data has been verified, the petition is forwarded to U.S.DOL in Washington D.C. MDT does not make any recommendations regarding the petition – it is merely forwarded to U.S.DOL.

Either of the above methods is available in each State. Generally, those states that do not have a strong union base will have a lower prevailing wage rate. There are many different kinds of federal Davis Bacon rates. For example:

- Heavy Rates – generally pertain to underground or mining work
- Highway Rates – generally apply to highway projects
- Building Rates – generally apply to buildings such as rest areas, colleges, etc.
- Direct Federal rates – will apply only to projects that are totally funded by the Federal government (federal-aid projects have both State and Federal money)

If you are performing work that requires Davis Bacon wage rates it is important that you identify whether those rates are Federal, Federal-aid, or “Little” Davis Bacon because the compliance requirements for each of the different kinds may be significantly different. Even certified public accountants may not be aware that different rules apply and as a contractor you may find yourself in non-compliance because your CPA didn’t know which rules applied.

For specific information you can contact the Civil Rights Bureau at 444-6331 (800-335-7592 TTY) or take a look at our website: www.mdt.state.us/civilrights/

5-Month Extension of TEA-21

Surface Transportation Extension Act of 2003 - Extends Federal highway, highway safety, motor carrier safety, and transit programs for five months, and authorizes appropriations, through February 29, 2004.

Directs the Secretary of Transportation to: (1) apportion funds made available for Federal-aid highway programs under the Transportation Equity Act for the 21st Century (TEA-21) to each State according to the ratio of the State's FY 2003 obligation authority to the FY 2003 obligation authority for all States; and (2) ensure that each State is apportioned funds for the Interstate maintenance program, the National Highway System program, the bridge program, the surface transportation program, the congestion mitigation and air quality improvement program, the recreational trails program, the Appalachian development highway system program, and the minimum guarantee. 9/30/2003 Became Public Law No: 108-88. More information on TEA-21 extension and new SAFTEA reauthorization bill can be found at <http://www.fhwa.dot.gov/reauthorization/>

Be Recognized for Your Work in Caring for Montana's Environment

Montana Contractors' Association presents *the Montana Environmental Excellence Awards*

Any Company can choose to apply for any or all of the award categories. Each application area will be judged on its own merits and will not be influenced by the number of awards for which a company applies.

Seven award areas have been established:

1. Environmental excellence award
2. Special recognition award in water quality
3. Special recognition award in waste management
4. Special recognition award in energy efficiency/renewable energy development
5. Special recognition award in air quality
6. Special recognition award in habitat restoration/enhancement
7. Environmental Leader Recognition (Individual)

Awards may not be presented in every category. Projects must have been completed in 2003. Applicants must operate in Montana. Deadline for application is November 7, 2003.

Contact Rebecca for more information, the application procedures and form.



Watch future Bid Lettings on your Computer??

Webcast of MDT Bid Lettings is currently on hold. Webcast technology will allow contractors to view live bid lettings via the Internet on their office computer. It is unsure if this service can be provided. MDT is working on resolving these issues. Updates will be posted to keep you informed.

You Tell Me

With this new information about the future of Webcast of bid lettings, do you . . .

Want the DBE Room back?? Yes or No

Contractors, subcontractors, and DBE companies – you tell me if you want this service back and you will attend the room. If I get enough positive response from you, the DBE room will open again.

Contact Rebecca at 800-883-5811, fax 406-444-7685 or rejohnson@state.mt.us

Your opinion matters. Thank you.

Regulatory agencies for Reporting Potential Environmental Violations

Corps of Engineers 441-1375

Filling in wetlands or other waters (violation of 404 dredge/fill permit)

US Fish and Wildlife Service 449-5225

Violating threatened & endangered species act, e.g. impacting habitat of bull trout

Montana Dept. of Fish, Wildlife & Parks 444-5334 and 227-0130 (call both)

Conducting any work that would affect the bed or banks of a stream without a permit OR conducting work in violation of an SPA 124 permit.

Montana Department of Environmental Quality 444-0379 (8am-5pm)

841-3911 (after hours) or www.deq.state.mt.us/enf/ Discharges to state waters (in violation of storm water permit e.g. washing concrete into river, inadequate erosion control) and hazardous waste spills

Environmental Protection Agency www.epa.gov/compliance/

Underground storage tank cleanup, hazardous waste spills, air pollution, storm water permit violations on reservations

Independent Contractor Issue

Summary of Articles

Ruling Tightens Independent Contractor Statute, *Western Business*, October 2003

Attorney Brad Luck Addresses CFMA Meeting, MCCF Adopts Strict Requirements for Independent Contractors, *Montana Contractor News*, September 2003

Basically, the rule is that if the independent contractor is treated as an employee, then he has to be paid as an employee, including workers' compensation benefits. After the recent "Wild" case settled by the Montana Supreme Court last spring, a business owner cannot rely on the filing of a form (independent contractor certificate) to be exempt from employer responsibilities, i.e., workers' compensation coverage for independent contractor when injured. Companies in construction are exposed to the greatest liability, as workers in trades tend to get hurt more often.

Bradley Luck, legal counsel to the Montana Contractors' Compensation Fund (MCCF), at the recent Construction Financial Managers Association (CFMA) workshop stated that employers now have a clear obligation to make a good faith effort to determine if a person on the job is indeed an independent contractor and not treated like an employee. The general contractor cannot assume independent contractor status simply by holding an independent contractor certificate.

Luck stated, "The only absolutely safe move for a general contractor is to ensure that every person on a job site is insured, either as an employee covered by workers' compensation, or as an independent contractor who has his own insurance."

He also recommended that contractors require proof of coverage from a subcontractor's insurance carrier, and require them to notify the general contractor of any change in coverage.

Ask Rebecca for a copy of the complete articles or a handout that helps you determine if a worker is an employee or independent contractor.

MCCF Adopts Strict Requirements for Independent Contractors

The Montana Contractors' Compensation Fund (MCCF) Board of Directors is now requiring its participating companies to ensure that all persons and entities with whom they contract are covered by workers' compensation insurance at all times during any subcontract. MCCF members will also be required to insure that all sole proprietors, owners, and officers and directors (any person who may "opt in" to work comp coverage) of any subcontractor shall be included in the coverage.

As a result of recent Supreme Court decisions, the MCCF Board, acting as fiduciary, was compelled to minimize risk to the self-insured fund. A letter to MCCF participants (about one-fourth of MCA's membership) stated: "In short, all persons on all projects must either be employees covered by your payroll or contractors with verified coverage for all persons in their business."

The letter goes on to say, "All members are required to monitor the status of the coverage for all subcontractors. This will entail contacting the insurer for the subs from time to time and verifying coverage." The MCCF has provided sample forms for its members to use in complying with the new guidelines.

Quote of the Month

The World's Shortest Sales Course

1. Know their business.
2. Know your stuff.

2-Hour Panel Discussion – *Independent Contractors and Employees*

To help sort out the rules surrounding independent contractors and employees, the local group of the American Society of Women Accountants is sponsoring a seminar November 6, 2003. Three speakers are scheduled to present a two-hour panel discussion: Diane Bianchi, wage base audit manager, Department of Revenue; Daniel McGregor, attorney, Department of Labor' and, Randy Mostad, a shareholder/manager at Carpet One. ASWA's goal behind sponsoring the seminar is to help accountants keep the companies they work for out of trouble. That means hiring correctly with the necessary support paperwork. State regulators also would like business people to be educated and in compliance rather than run into problems in an audit, says Cathy B. Allen, a certified public accountant in Billings.

For more information on the seminar contact Allen at 245-6933. Registration must be postmarked by Oct. 24.

MDT Highway Construction Projects Invitation for Bids, Letting of November 13, 2003

The Bid Invitation information will be published for this Bid Letting on October 16, 2003.

MT Contracting Opportunities

Architect Engineer Selection Request for Value Engineering Services for Washington, Oregon, Idaho and Montana, Corps of Engineers, W912DW-04-R-0002, Bid Due Date: October 14, 2003, Thomas DeGonia, 206.766.6449, US Army Engineer District Seattle, Thomas.R.DeGonia@nws02.usace.army.mil The intent is to select Architect-Engineer (A-E) firms for value engineering and charrette facilitation services. Typical types of services to be provided are value engineering and studies of project features and design systems. <http://www.epsgov/spg/USA/COE/DACA67/W912DW-04-R-0002/listing.html>

Belton Bridge, Kalispell, MT, MT PRA-GLAC 400(1), Bid Due Date: Oct 30, 2003, Western Federal Lands Highway, This project includes .0287 miles of bridge rehabilitation and minor roadway reconditioning. <http://www.epsgov/spg/DOT/FHWA/WFL/DTFH70-03-B-00024/listing.html> Phone (360)619-7520 contracts@wfl.fha.dot.gov

Lakeside to Nelson Road, MT PFH 29-1(1), DTFH70-03-B-00021, Bid Due Date: Oct 23, 2003, Western Federal Lands Highway, Helena National Forest, 5.14 km of asphalt base stabilization, asphalt concrete pavement, earth fill, guardrail, striping, and signing. (360)619-7520, contracts@wfl.fha.dot.gov <http://www.epsgov/spg/DOT/FHWA/WFL/DTFH70-03-B-00021/listing.html>

D.A.C. Fences 2003, Presolicitation, NDB030085, BLM National, Solicitation documents will be posted October 7, 2003, To construct approx. 15.5 miles of new fence, remove 12.3 miles of existing fence, and install 5 cattle guards. Phillips County, MT. Denise Bickler 3032369443 Denise.Bickler@blm.gov <http://www.epsgov/spg/DOI/BLM/NBC/NDB030085/listing.html>

Planting on Sub-Area Two of Silver Bow Creek, RFP04-727P, General Services Division, State of Montana, Bid Due Date: 10/30/03, <http://www.discoveringmontana.com/doa/gsd/osbs/Results.asp?List=All>

045150CSW, East Fork Swift Creek Bridge Replacement, Montana Department of Natural Resources and Conservation, Bid Due Date: October 29, 2003, <http://www.discoveringmontana.com/doa/gsd/osbs/Results.asp?List=All>

045160CSW, 2003 Northern District Orphaned Well Plug and Abandonment and Site Restoration, Montana Department of Natural Resources and Conservation, Bid Due Date: October 17, 2003, <http://www.discoveringmontana.com/doa/gsd/osbs/Results.asp?List=All>

045170CSW, 2003 Southern District Orphaned Well Plug & Abandonment & Site Restoration, Bid Due Date: October 29, 2003, MT Department of Natural Resources and Conservation. <http://www.discoveringmontana.com/doa/gsd/osbs/Results.asp?List=All>

City of Helena, Helena Area Transportation Plan, Bid Due Date: October 31, 2003, MT Department of Transportation <http://www.discoveringmontana.com/doa/gsd/osbs/Results.asp?List=All>

306966, Chip Seal Project Reynolds Pass North, Bid Due Date: October 21, 2003, MT Department of Transportation, 306970, Crack Seal 2 Locations in the Kalispell Area, Bid Due Date: October 23, 2003, MT Department of Transportation, 306962, Erosion Repair Powder River County, Bid Due Date: October 15, 2003, MT Department of Transportation, 306959, Big Sky Guardrail, Bid Due Date: October 15, 2003, MT Department of Transportation, 306960, Mud Slide Repair MT-37, North of Libby, MT Department of Transportation, Bid Due Date: October 16, 2003, 306964, Grade 4A Chips South of Livingston, Bid Due Date: October 21, 2003, MT Department of Transportation, <http://www.discoveringmontana.com/doa/gsd/osbs/Results.asp?List=All>

Zortman/Landusky Well Reclamation Project, Phillips County, MT, Bid Due Date: Oct 16, 2003, MT Department of Environmental Quality, To abandon 19 existing wells and reclaim 300 feet of drill road. Pre-Bid Conf: Oct 7, 2003. Pete Strazdas, 406-444-0529.

Fort Peck New Water Intake, Pump Station and Pipeline, Bid Due Date: October 23, 2003, HKM Engineering, 406-656-6399, Pre-bid conference October 14, 2003.

Brewery Flats Site Remediation, Lewistown, MT, Bid Due Date: Oct 17, 2003, Removal and off-site disposal of 270 tons of petroleum contaminated soil, backfilling of excavation and revegetating disturbed area. Tetra Tech EM, 406-442-5588

Morning Star Addition Water Main Replacement, City of Havre, Bid Due Date: Oct 14, 2003, Replacing 57 water service lines, 11 water valves, repairing curb and gutter, replacing sidewalk, and landscaping. Milk River Engineering, 406-265-5080

October Business Calendar

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14 >It's a Lock-Trademarks/Patents Helena >Understanding Networking Fundamentals (Oct 14-15) Billings >Excel Level 2 Missoula >Adobe Photoshop Level 1 Missoula >eWomanNetwork "Accelerated Networking" Butte	15 >Intermediate. QuickBooks Helena >Bootstrap Marketing St. Regis	16 >Intermediate Excel Helena >QuickBooks Pro Missoula >Creating a Positive Workplace Billings	17 >The Conference for Women Misl >Access Level 2 Missoula >InDesign Level 1 Missoula	18
19	20 >How to Balance Priorities Kalispell >Microsoft Publisher Missoula	21 >Dealing Effectively... Behavior Billings >How to Balance Priorities Missoula >Writing -Business Plan Missoula	22 >How to Balance Priorities Helena	23 >Understanding Affirmative Action & EEO Billings >How to Balance Priorities Bozeman	24 >How to Balance Priorities Gt Falls	25
26	27	28 >How to Handle Employee Problems (Oct 28-29) Bozeman	29 >Project-Managing a Project Missoula	30 >How to Handle Employee Problems (Oct 30-31) Billings	31 >InDesign Level 2 Missoula	1
2	Nov 3 >Excel Level 1 Missoula > Microsoft Excel Bozeman	Nov 4 >Leadership Development & Teambuilding Billings >How to Deliver Exceptional Customer Service Bozeman >Evaluating Business Idea Missoula >Powerful Communication Skills for Women Missoula	Nov 5 >Getting the Most From Excel Missoula >How to Deliver Exceptional Customer Service Helena >Powerful Communication Skills for Women Helena > Microsoft Excel Billings >Word-Level 1 Missoula >Access-Level 1 Missoula	Nov 6 >How to Deliver Exceptional Customer Service Missoula >Powerful Communication Skills for Women Bozeman	Nov 7 >How to Deliver Exceptional Customer Service Kalispell >Powerful Communication Skills for Women Billings	8

2003

Access-Level 1, Nov 5 Missoula, \$119. Watercolor Computer Training, (406)542-1573,

Access-Level 2, Oct 17 Missoula, \$119. Watercolor Computer Training, (406)542-1573, www.watercolorct.com. A Database class.

Adobe Photoshp-Level 1, Oct 14 Missoula, \$119. Watercolor Computer Training, (406)542-1573, www.watercolorct.com.

Bootstrap Marketing, Oct 15 St. Regis, \$10. Montana Community Development Corp., Steve Grover (406)728-9234, sgrover@mtcdc.org. Confirmation of location & times suggested in advance.

Creating a Positive Workplace, Oct 16 Billings, Cost?? Facilitator is Mike Deisz, a self-employed consultant. Workshop geared to reduce employee problems, turnover and increase productivity & customer service. Call 800-242-2277 or mike@mvdeiszconsulting.com.

Dealing Effectively with Unacceptable Employee Behavior, Oct 21 Billings, \$149. SkillPath Seminars, 800-873-7545.

Evaluating a Business Idea, Nov 4 Missoula, \$10. Montana Community Development Corp., Steve Grover (406)728-9234, sgrover@mtcdc.org. Confirmation of location & times suggested in advance.

eWomanNetwork "Accelerated Networking", Oct 14 Butte, \$75. Cinda Renourd (406)494-7952 or cindar@eWomenNetwork.com.

Excel Level 2, Oct 14 Missoula, \$119. Watercolor Computer Training, (406)542-1573, www.watercolorct.com.

Excel Level 1, Nov 3 Missoula, \$119. Watercolor Computer Training, (406)542-1573, www.watercolorct.com.

Getting the Most from Microsoft Excel, Nov 5 Missoula, \$99. SkillPath Seminars, 800-873-7545.

How to Balance Priorities & Manage Multiple Projects, Oct 20 Kalispell, Oct 21 Missoula, Oct 22 Helena, Oct 23 Bozeman, Oct 24 Great Falls, \$149. Fred Pryor Seminars, 800-556-2998. www.pryor.com.

How to Deliver Exceptional Customer Service, Nov 4 Bozeman, Nov 5 Helena, Nov 6 Missoula, Nov 7 Kalispell, \$99. Fred Pryor Seminars, 800-556-2998, www.pryor.com.

How to Handle Employee Problems, Oct 28-29 Bozeman, Oct 30-31 Billings, \$395. National Seminars Group, 800-258-7246 or www.natsem.com.

InDesign-Level 1, Oct 17 Missoula, \$119. Watercolor Computer Training, (406)542-1573, www.watercolorct.com. A Desktop Publishing class.

InDesign-Level 2, Oct 31 Missoula, \$119. Watercolor Computer Training, (406)542-1573, www.watercolorct.com.

Intermediate Excel (97/2000/XP-2002), Oct 16 Helena, \$160. The Computer School, (406)442-3366.

Intermediate QuickBooks, Oct 15 Helena, \$75. Business Resource Center at CTI, Stephanie Hilger (406)443-0800.

IT'S A lock – Trademarks/Patents, Oct 14 Helena, Free. Learn how to develop and protect your innovative ideas. Business Resource Center at CTI, Stephanie Hilger (406)443-0800.

Leadership Development & Teambuilding, Nov 4 Billings, \$199. SkillPath Seminars, 800-873-7545, enroll@skillpath.net.

Microsoft Excel, Nov 3 Bozeman, Nov 5 Billings, \$139. National Seminars Group, 800-258-7246 or www.natsem.com.

Microsoft Publisher, Oct 20 Missoula, \$119. Watercolor Computer Training, (406)542-1573, www.watercolorct.com.

Powerful Communication Skills for Women, Nov 4 Missoula, Nov 5 Helena, Nov 6 Bozeman, Nov 7 Billings, \$139. National Seminars, 800-258-7246.

Project-Managing a Project, Oct 29 Missoula, \$119. Watercolor Computer Training, (406)542-1573, www.watercolorct.com.

QuickBooks Pro, Level 2, Oct 16 Missoula, \$119. Watercolor Computer Training, (406)542-1573, www.watercolorct.com.

The Conference for Women, Oct 17 Missoula, \$149. SkillPath Seminars, 800-873-7545.

Understanding Affirmative Action & EEO (Program 1), Oct 23 Billings, \$125. Associated Employers of Montana, (406)248-6178, (406)248-6228fax, acarrillo@associatedemployers.org. How to Build Your own AAP (Program 2), \$70 same participant as Program 1.

Understanding Networking Fundamentals, Oct 14-15 Billings, \$995. The critical knowledge you need to make the most of the latest networking hardware and software. SkillPath Seminars, 800-873-7545.

Word-Level 1, Nov 5 Missoula, \$119. Watercolor Computer Training, (406)542-1573, www.watercolorct.com.

Writing a Business Plan, Oct 21 Missoula, \$10. Montana Community Development Corp., Steve Grover (406)728-9234, sgrover@mtcdc.org. Confirmation of location & times suggested in advance.